



**OFFICE of
EDUCATION INNOVATION**

Oversight Process

Oversight Update

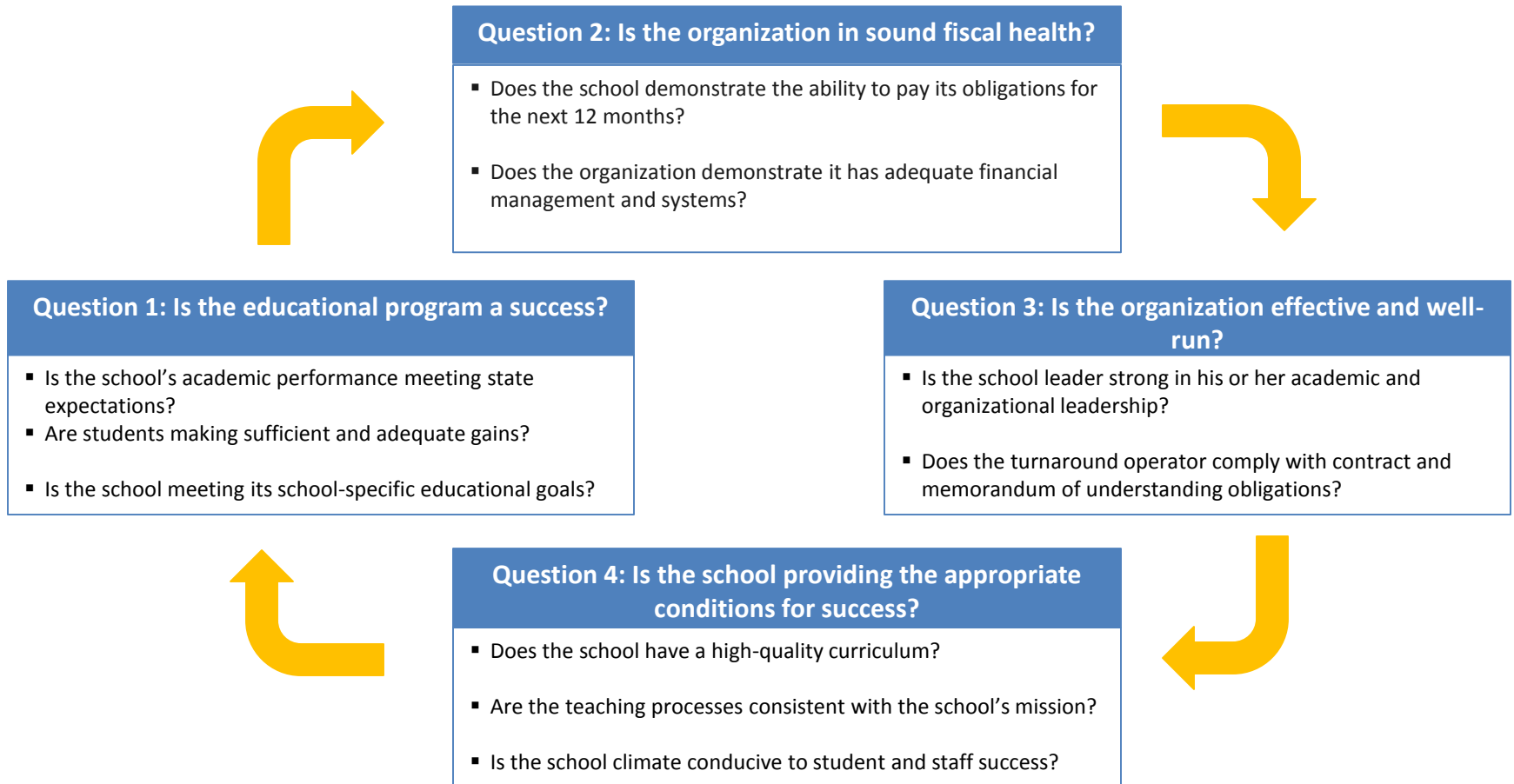
Performance Update

Next Steps

*The Office of Education Innovation engages in **site visits** and utilizes **multiple tools** including the **Turnaround Academies Performance Framework**, **SBOE Monthly Report**, and **Master Calendar of Reporting Requirements** to effectively evaluate the schools.*

Monitoring	Data Analysis	Reporting
<ul style="list-style-type: none">▪ Conduct weekly site visits to observe and provide timely feedback to school leaders▪ Conduct monthly and quarterly compliance meetings with school leaders to assess performance▪ Write and present actionable feedback with turnaround school leadership and operators	<ul style="list-style-type: none">▪ Identify and collect leading and lagging indicator data from on-site monitoring▪ Utilize external consultants to assess areas such as school conditions and turnaround principles▪ Analyze and track data collected to identify trends, strengths and areas for improvement	<ul style="list-style-type: none">▪ Develop reporting structures that ensure efficient and timely communication with turnaround operators and school leaders▪ Disseminate regular and targeted updates to State Board of Education members, and key stakeholder groups

The **Turnaround Performance Framework** takes a **holistic** look at the performance of the Turnaround Academies and each school is **assessed quarterly**.



SBOE Monthly Report Template



The template is aligned to the *Turnaround Performance Framework* and has been designed to provide information that is *clear and concise* while also allowing the schools to demonstrate *actionable* next steps.

Core Question 1: Is the educational program a success?

	7/15	8/15	9/15	Comments	Next steps
Student Enrollment				▪	▪
Student Attendance	NA	85%	80%	<ul style="list-style-type: none"> ▪ Dropouts: 2 ▪ Tardies: 20 <ul style="list-style-type: none"> ▪ 50% increase in students tardy to school from last month ▪ Withdrawals: 1 	<ul style="list-style-type: none"> ▪ School leader will create draft of short survey for tardy students to complete upon arrival and send to DTA by 9/15 ▪ Track monthly
Student Suspensions				<ul style="list-style-type: none"> ▪ Attendance: ▪ Behavior: ▪ Drugs: 	▪
Student Expulsions				<ul style="list-style-type: none"> ▪ Attendance: ▪ Behavior: ▪ Drugs: 	▪
Other				▪	▪

Master Calendar of Reporting Requirements



Each school submits *the documentation below on the 15th of each month* to our office. These documents collected are *critical tools* utilized in our *oversight, support, and reporting* to the State Board of Education.



OFFICE of EDUCATION INNOVATION

MASTER CALENDAR OF REPORTING REQUIREMENTS for Turnaround Academies

2013 - 2014

October 2013

All documents listed for the month should be provided electronically by October 15th to OEICompliance@indy.gov with tamra.wright@indy.gov copied in preparation for monthly and quarterly compliance meetings, and monthly SBOE reporting.

	SBOE report
	Electronic copy of enrollment count information DOE-ME Membership Report including STN, Grade Level, Street Address, Zip Code
	Electronic copy of DOE-LM Language Minority Report, which includes information on language minority students for the previous school year
	Acuity Predictive A data
	Fall NWEA data (if applicable)
	Contract benchmark data (deliverables)
	Attendance data from SIS

August Documentation

- SBOE report

September Documentation

- SBOE report
- Employee spreadsheet noting new hires, resignations, license numbers including expiration dates, permits and verification of background checks using attached template
- Organizational chart, including all levels of school personnel

October Documentation

- SBOE report
- Electronic copy of enrollment count information DOE-ME Report including STN, Grade Level, Street Address, Zip Code
- Electronic copy of DOE-LM Report, which includes information on language minority students for the previous school year
- Acuity Predictive A data
- Fall NWEA data (if applicable)
- Contract benchmark data (deliverables)
- Attendance data from SIS

Oversight Process

Oversight Update

Performance Update

Next Steps

Office of Education Innovation Vision: Indianapolis will be a model for what is possible in urban education – a city where all students in every neighborhood have access to a high quality education.

Turnaround Mission: The Mayor's Office of Education Innovation will support the continuous improvement of chronically underperforming schools in our community through oversight, accountability and transparent reporting to stakeholders.

The framework has been *individualized* for each school to include *school – specific goals* and indicator **4.11 (SPED)** has been removed as it is assessed by the *Indiana Department of Education*.

Core Question 1: Is the educational program a success? – Arlington High School		Finding
1.1. Is the school's academic performance meeting state expectation, as measured by Indiana's accountability system?		
1.2. Are students making sufficient and adequate gains, as measured by the Indiana Growth Model?		
1.3. Is the school preparing students to graduate from high school on time, and preparing those students who have not graduated on time to graduate within 5 years, as measured by Indiana's cohort graduation rate?		
1.4. Is the school providing an equitable education to students of all races and socioeconomic backgrounds?		
1.5. Is the school's attendance rate strong?		
1.6. Is the school preparing students for college and careers?		
1.7. Is the school meeting its school-specific educational goals?		
Goal 1: 33% of 7 th graders will pass Eng/LA and Math ISTEP+ assessments.		
Goal 2: 30% of 8 th graders will pass Eng/LA and Math ISTEP+ assessments.		



Core Question 1: Is the educational program a success?

[illegible]

Master Calendar of Reporting Requirements



*The **Master Calendar of Reporting Requirements** has been revised to ensure that we are collecting the information necessary to ensure **accurate and transparent reporting** while allowing schools to focus on the critical **day to day operations**.*

	SBOE Monthly Report
	Updated employee spreadsheet noting new hires, resignations, license numbers including expiration dates, permits and verification of background checks using attached template
	Organizational chart for 2014-15 school year (including all levels of school personnel)
	Submit a copy of updated personnel policies and procedures handbook/manual
	School calendar for 2014-15 school year
	School-Specific educational goal target percentages for the 2014-2015 school year
	Master schedule including teacher classroom assignments
	Assessment calendar for 2014-15 school year
	Indiana Department of Education approved 2014-15 SIG Application
	Submit a copy of 2014-2015 School Handbooks (including employee handbook & student/family handbook)
	Community events calendar/dates for 2014-2015
	Financial statements through 6/30/2014

Monthly and Quarterly Compliance Meetings



*The monthly and quarterly **compliance meetings** have been scheduled **in advance** through the end of the **2014-15** academic year with **quarterly compliance meetings extended**.*

School	Meeting Type	Month	Date	Time
Emma Donnan Middle School	Monthly	August	22-Aug-14	TBD
	Quarterly (Q1)	September	12-Sep-14	TBD
	Monthly	October	10-Oct-14	TBD
	Monthly	November	14-Nov-14	TBD
	Quarterly (Q2)	December	12-Dec-14	TBD
	Monthly	*January	15-Jan-15	TBD
	Monthly	February	13-Feb-15	TBD
	Quarterly (Q3)	March	13-Mar-15	TBD
	Monthly	April	10-Apr-15	TBD
	Monthly	May	8-May-15	TBD
	Quarterly (Q4)	June	12-Jun-15	TBD

Oversight Process

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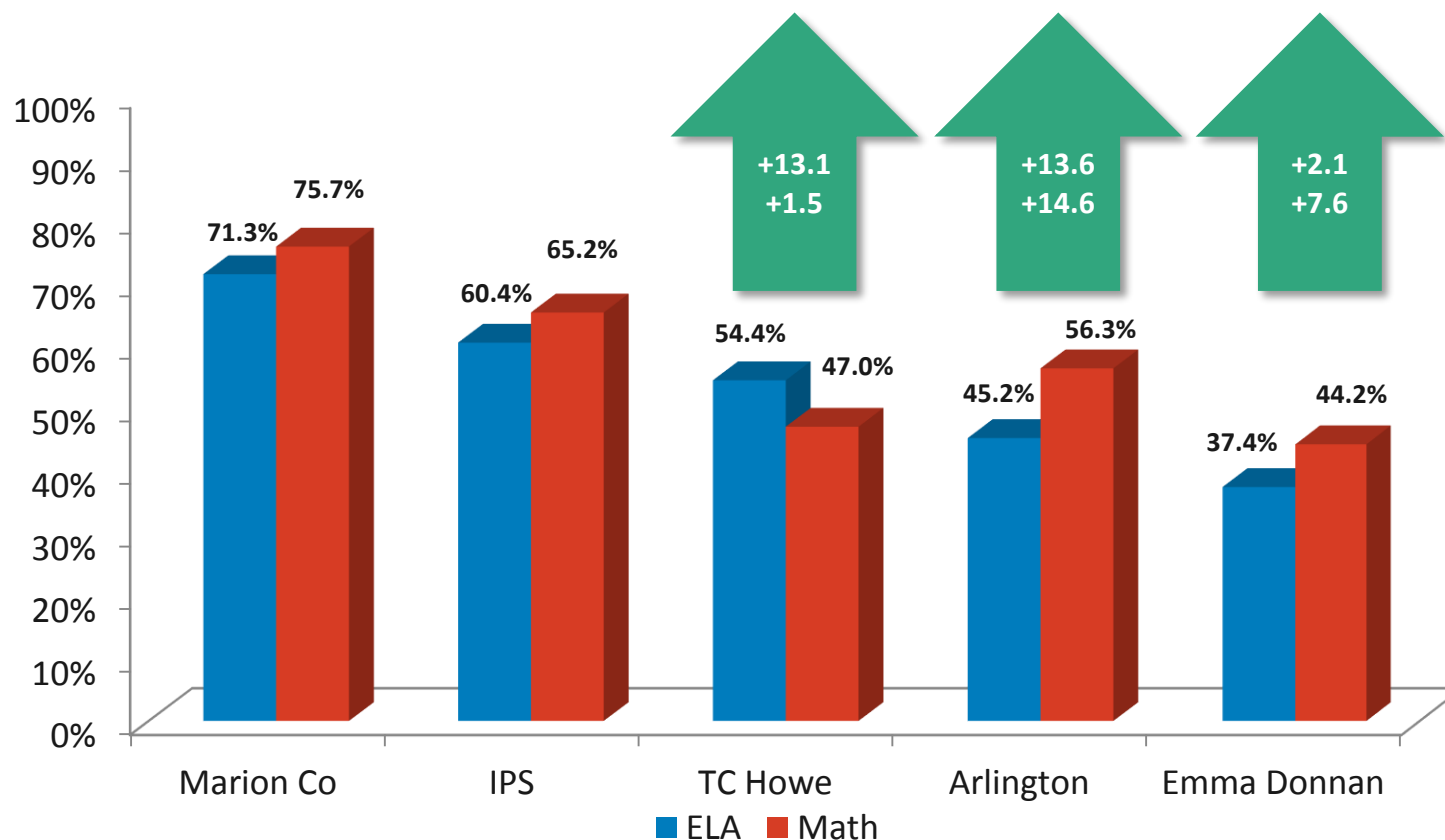
Performance Update

Next Steps

Turnaround Academies ISTEP+ Performance



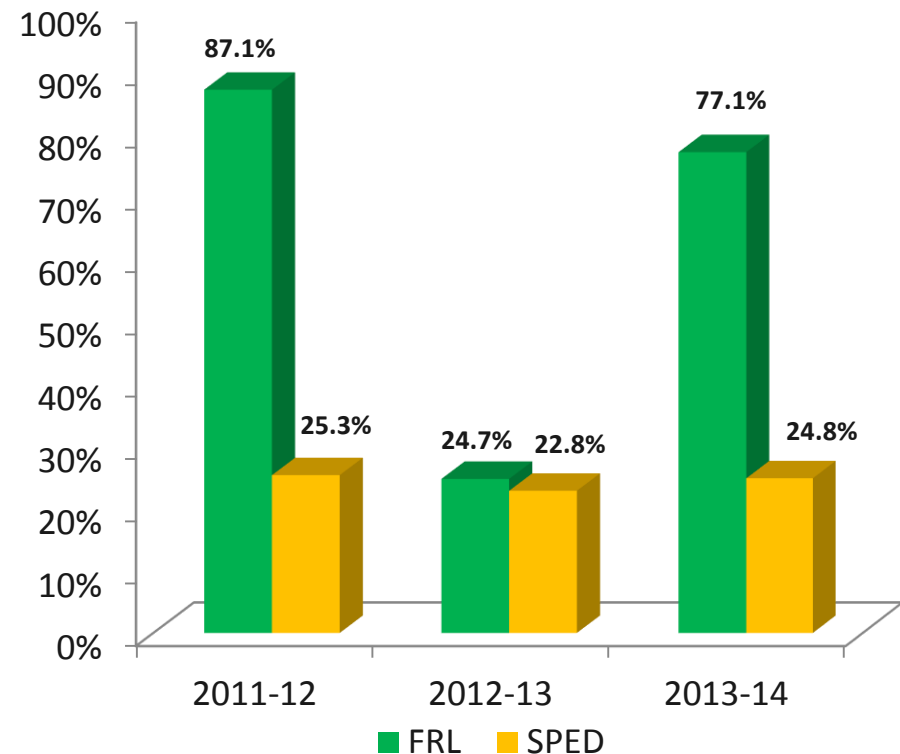
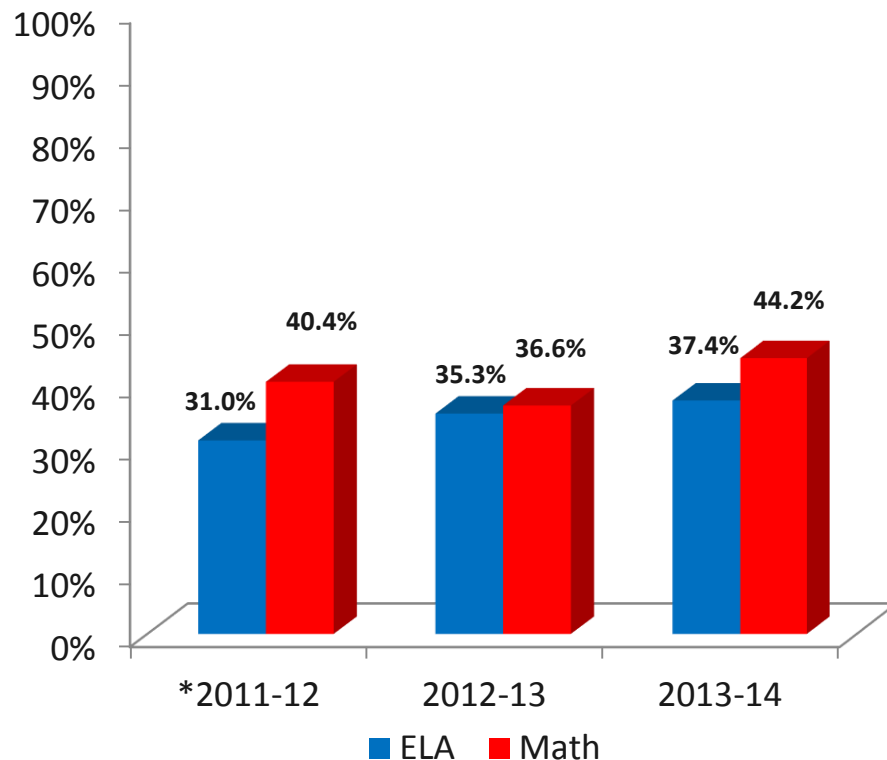
*Turnaround Academies have made **solid gains** with **increased proficiency in both English/Language Arts and Math at all three schools**. Proficiencies increased between one and 15 percentage points.*



Emma Donnan Student Population



*Emma Donnan Middle School is making **ISTEP +** gains while seeing a significant **increase** in its **Free and Reduced Lunch** population. The **Special Education** population has remained **relatively steady**.*

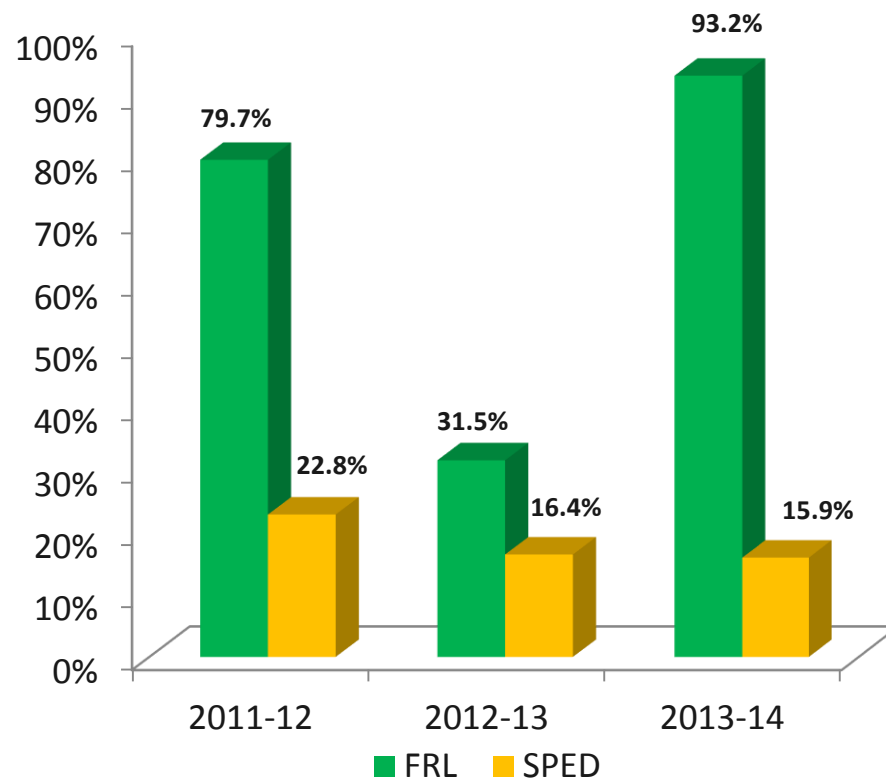
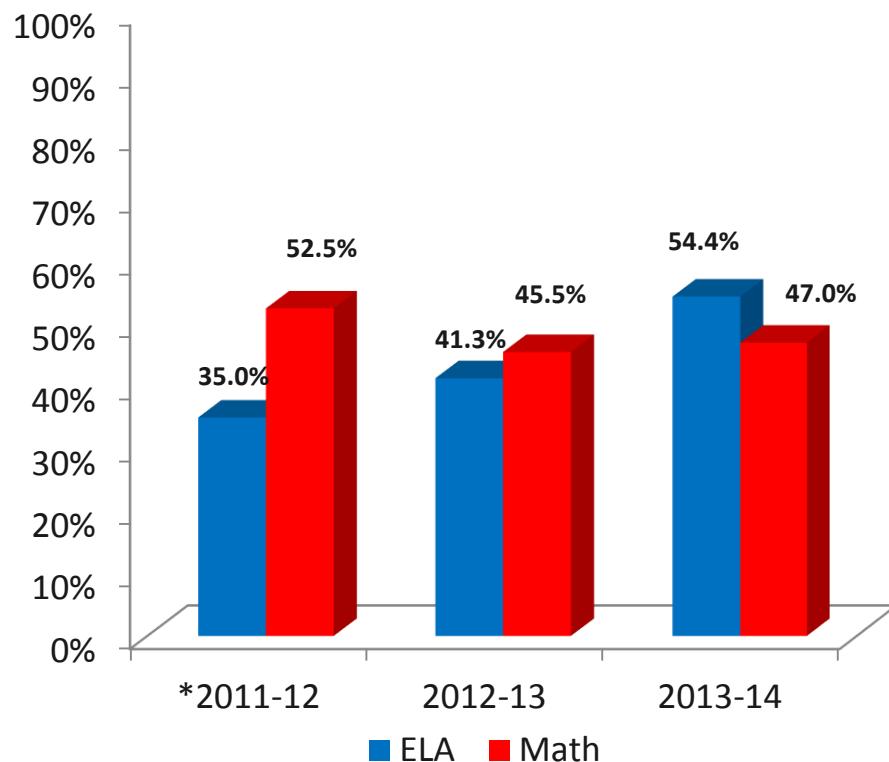


**2011-12 was the observation year with the operators taking over the following year*

T.C. Howe Student Population



*T.C. Howe High School is making **ISTEP +** gains while seeing a **significant increase** in its **Free and Reduced Lunch** population. There has been a **minimal decrease** in the **Special Education** population.*

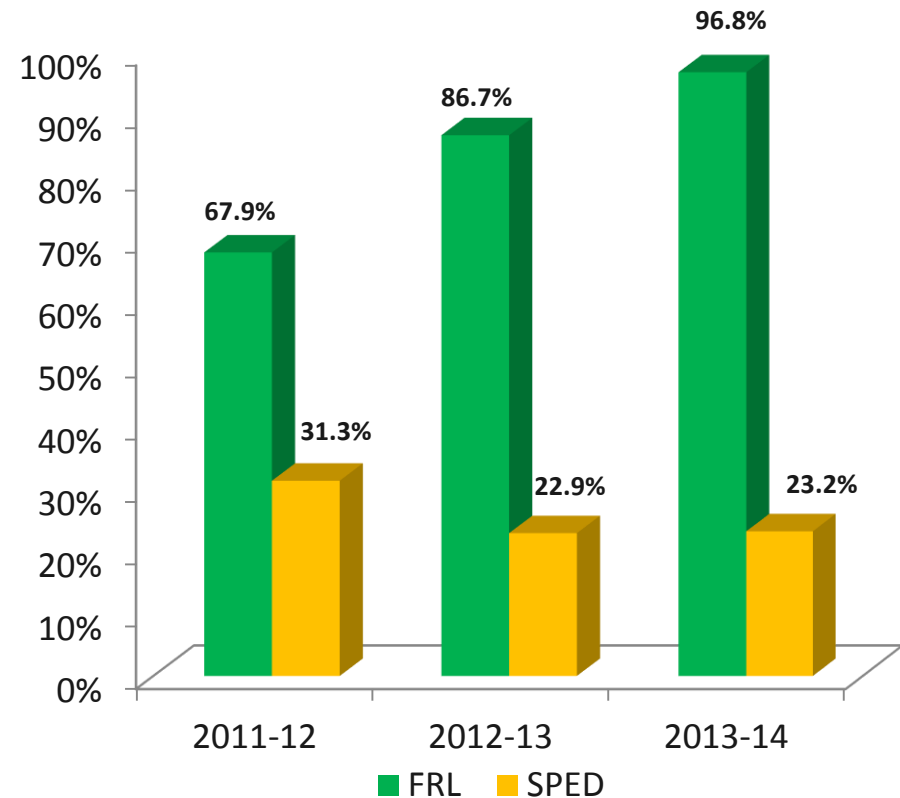
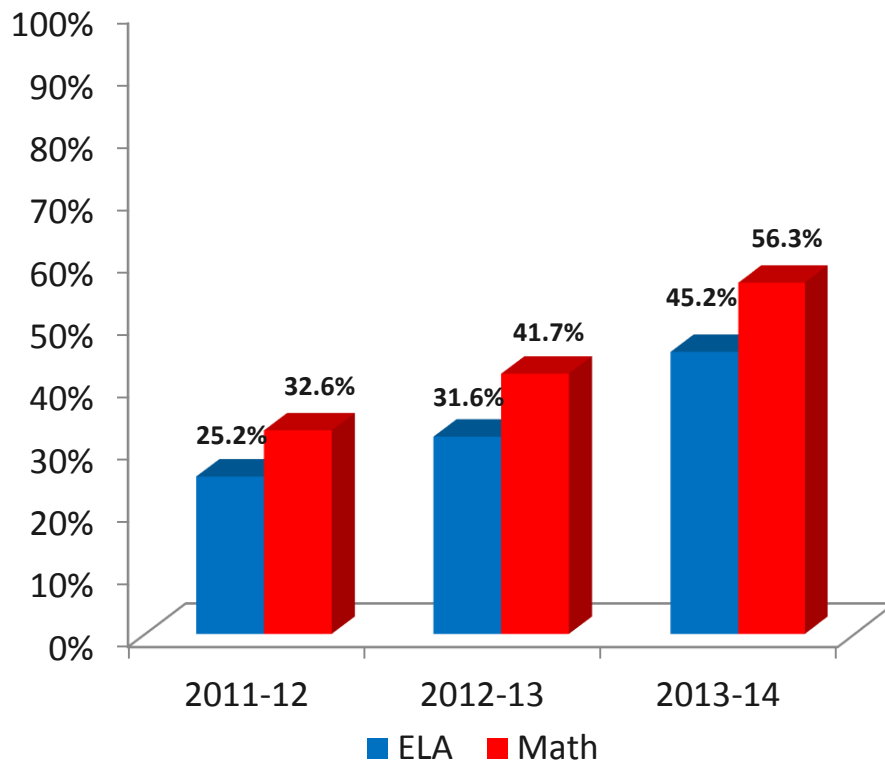


**2011-12 was the observation year with the operators taking over the following year*

Arlington Student Population



*Arlington High School is making **ISTEP +** gains while seeing an increase in its **Free and Reduced Lunch** population. The **Special Education** population has remained **steady**.*

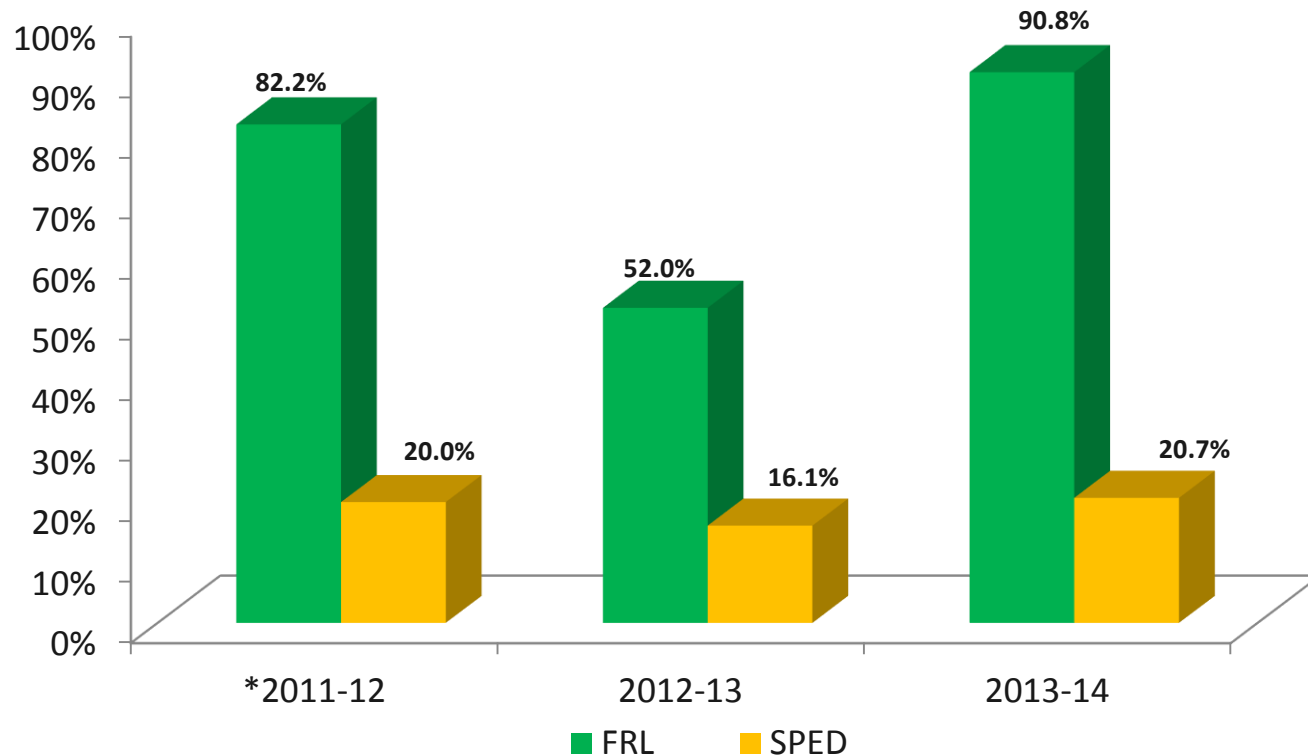


**2011-12 was the observation year with the operators taking over the following year*

Emmerich Manual Student Population



ECA data is **not yet available** for Emmerich Manual High School but both the **Free and Reduced Lunch** and **Special Education** populations have **increased**. The school serves a very **similar** student population as it did prior to **takeover**.



*2011-12 was the observation year with the operators taking over the following year

Turnaround Academies Performance Framework



Emma Donnan Middle School: Quarter 4, 2013-14

The information and data available allows for an assessment of certain indicators with a complete accountability report of each of the Turnaround Academies available at the end of 2014.

Core Question 1:

Is the organization in sound fiscal health?

1.5	Is the school's attendance rate strong?	Does not meet standard	The attendance rate of 85% is an average of quarter 4 (April-June) as reported on the SBOE monthly template
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*Core Question 2:

Is the organization in sound fiscal health?

2.2	Does the organization demonstrate it has adequate financial management and systems?		
	c) SIG Funding Requirements	Meets standard	SIG report information obtained from the IDOE was used to assess this indicator

Core Question 3:

Is the organization effective and well-run?

3.1	Is the school leader strong in his or her academic and organizational leadership?	Meets standard	Emma Donnan meets standard on this indicator for the fourth quarter
3.2	Is the turnaround operator knowledgeable and abides by contract and memorandum of understanding obligations, appropriate policies, systems and processes in its management of the schools?	Meets standard	Emma Donnan meets standard on this indicator for the fourth quarter
3.3	Does the turnaround operator comply with contract and memorandum of understanding obligations, and applicable laws relating to the safety and security of the facility?	Meets standard	Emma Donnan meets standard on this indicator for the fourth quarter

**Financial audits for 2012-13 were completed and there were no significant findings*

Turnaround Academies Performance Framework



Emma Donnan Middle School: Quarter 4, 2013-14

The school was responsive to the feedback and recommendations provided by OEI and from Pensarus Education Solutions who conducted the evaluation which took place during the fall of 2013.

Areas of Strength

- Stable and supportive leadership with a culture of shared responsibility
- Strong commitment from teachers and staff to the success students
- Use of data for continuous improvement and professional development
- Engagement of parents, families and the community

Areas for Growth

- SPED services and compliance
- Collaboration and engagement of feeder schools
- Collaboration with Emmerich Manual High School on transition from middle to high school
- Student attendance

2014-15 Academic Year

- New assistant principal with Special Education background
- Parent and community liaisons from Emma Donnan and Emmerich Manual are working together
- Increasing amount of materials produced in Spanish
- Released from SPED findings
- Adjusted daily schedule to include an additional 61 minutes of teaching in core subjects
- Hiring of Regional Director to provide support to school leadership

Turnaround Academies Performance Framework



Emmerich Manual High School: Quarter 4, 2013-14

The information and data available allows for an assessment of certain indicators with a complete accountability report of each of the Turnaround Academies available at the end of 2014.

Core Question 1: Is the organization in sound fiscal health?		
1.5	Is the school's attendance rate strong?	<div>Does not meet standard</div> <i>The attendance rate of 78% is an average of quarter 4 (April-June) as reported on the SBOE monthly template</i>
*Core Question 2: Is the organization in sound fiscal health?		
2.2	Does the organization demonstrate it has adequate financial management and systems?	
	c) SIG Funding Requirements	<div>Meets standard</div> <i>SIG report information obtained from the IDOE was used to assess this indicator</i>
Core Question 3: Is the organization effective and well-run?		
3.1	Is the school leader strong in his or her academic and organizational leadership?	<div>Approaching standard</div> <i>Emmerich Manual is approaching standard on this indicator for the fourth quarter</i>
3.2	Is the turnaround operator knowledgeable and abides by contract and memorandum of understanding obligations, appropriate policies, systems and processes in its management of the schools?	<div>Meets standard</div> <i>Emmerich Manual meets standard on this indicator for the fourth quarter</i>
3.3	Does the turnaround operator comply with contract and memorandum of understanding obligations, and applicable laws relating to the safety and security of the facility?	<div>Meets standard</div> <i>Emmerich Manual meets standard on this indicator for the fourth quarter</i>

** Financial audits for 2012-13 were completed and there were no significant findings*

Turnaround Academies Performance Framework



Emmerich Manual High School: Quarter 4, 2013-14

The school was responsive to the feedback and recommendations provided by OEI and from Pensarus Education Solutions who conducted the evaluation which took place during the fall of 2013.

Areas of Strength

- Stable and supportive leadership with a culture of shared responsibility
- Strong commitment from teachers and staff to the success students
- Use of data for continuous improvement and professional development
- Engagement of parents, families and the community

Areas for Growth

- SPED services and compliance
- Student attendance
- Staff retention
- Collaboration and engagement of feeder schools
- Collaboration with Emma Donnan Middle School on transition from middle to high school

2014-15 Academic Year

- New principal and assistant principal both with extensive curriculum and school leadership experience
- Parent and community liaisons from Emma Donnan and Emmerich Manual are working together
- New initiatives to increase graduation and freshman pass rates
- Released from SPED findings
- Increasing presence in the Latino community
- Uniforms and weather related items for every student
- Hiring of Regional Director to provide support to school leadership

Turnaround Academies Performance Framework



T.C. Howe High School: Quarter 4, 2013-14

The *information and data available* allows for an assessment of certain indicators with a complete accountability report of each of the Turnaround Academies available at the *end of 2014*.

Core Question 1: Is the organization in sound fiscal health?			
1.5	Is the school's attendance rate strong?	Does not meet standard	The attendance rate of 83.5% is an average of quarter 4 (April-June) as reported on the SBOE monthly template
*Core Question 2: Is the organization in sound fiscal health?			
2.2	Does the organization demonstrate it has adequate financial management and systems?		
	c) SIG Funding Requirements	Meets standard	SIG report information obtained from the IDOE was used to assess this indicator
Core Question 3: Is the organization effective and well-run?			
3.1	Is the school leader strong in his or her academic and organizational leadership?	Approaching standard	T.C. Howe is approaching standard on this indicator for the fourth quarter
3.2	Is the turnaround operator knowledgeable and abides by contract and memorandum of understanding obligations, appropriate policies, systems and processes in its management of the schools?	Approaching standard	T.C. Howe is approaching standard on this indicator for the fourth quarter
3.3	Does the turnaround operator comply with contract and memorandum of understanding obligations, and applicable laws relating to the safety and security of the facility?	Approaching standard	T.C. Howe is approaching standard on this indicator for the fourth quarter

* Financial audits for 2012-13 were completed and there were no significant findings

Turnaround Academies Performance Framework



T.C. Howe High School: Quarter 4, 2013-14

The school was responsive to the feedback and recommendations provided by OEI and from Pensarus Education Solutions who conducted the evaluation which took place during the fall of 2013.

Areas of Strength

- Strong commitment from teachers and staff to the success students
- Engagement of parents, families and the community
- Receptive to feedback and recommendations
- Continuous communication with school leadership and OEI
- Focus on diversity and culture awareness

Areas for Growth

- SPED services and compliance
- Clear roles and responsibilities
- Use of continuous data for improvement
- Staff retention
- Consistency in student policies and procedures

2014-15 Academic Year

- New principal with experience as Dean
- Co-assistant principal with regional CRT experience is returning as assistant principal
- Released from SPED findings
- Additional professional development to acclimate new staff
- Hiring of two deans to address disciplinary and behavioral issues
- Hiring of Regional Director to provide support to school leadership

Turnaround Academies Performance Framework



Arlington High School: Quarter 4, 2013-14

The information and data available allows for an assessment of certain indicators with a complete accountability report of each of the Turnaround Academies available at the end of 2014.

Core Question 1: Is the organization in sound fiscal health?			
1.5	Is the school's attendance rate strong?	Approaching standard	The attendance rate of 91% is an average of quarter 4 (April-June) as reported on the SBOE monthly template
*Core Question 2: Is the organization in sound fiscal health?			
2.2	Does the organization demonstrate it has adequate financial management and systems?		
	c) SIG Funding Requirements	Meets standard	SIG report information obtained from the IDOE was used to assess this indicator
Core Question 3: Is the organization effective and well-run?			
3.1	Is the school leader strong in his or her academic and organizational leadership?	Meets standard	Arlington meets standard on this indicator for the fourth quarter
3.2	Is the turnaround operator knowledgeable and abides by contract and memorandum of understanding obligations, appropriate policies, systems and processes in its management of the schools?	Approaching standard	Arlington is approaching standard on this indicator for the fourth quarter
3.3	Does the turnaround operator comply with contract and memorandum of understanding obligations, and applicable laws relating to the safety and security of the facility?	Meets standard	Arlington meets standard on this indicator for the fourth quarter

*Financial audits for 2012-13 were completed and there were no significant findings

Turnaround Academies Performance Framework



Arlington High School: Quarter 4, 2013-14

*The school was **responsive** to the **feedback and recommendations** provided by **OEI** and from **Pensarus Education Solutions** who conducted the evaluation which took place during the **fall of 2013**.*

Areas of Strength

- Strong curriculum and instruction
- Safe and secure environment conducive to learning
- Strong leadership and support of teachers from principal and assistant principal
- Strong commitment from teachers and staff to the success students

Areas for Growth

- More collaboration between teaching and network level staff
- Communication with key stakeholders
- Staff retention
- Community engagement
- Policies and procedures

2014-15 Academic Year

- Strong principal is returning from 2013-14
- Working to best allocate resources to provide services
- Seeking more community partnerships
- Increased professional development to support staff
- Increased network level interaction with teachers and staff

Oversight Process

Oversight Update

Performance Update

Next Steps

- **Next Steps**

- **School site visits and monitoring**
- **Work with stakeholders on the turnaround committee**
- **Finalizing of data share agreement w/ IDOE**
- **1st Quarter Assessment of schools (September)**
- **Evaluation and reporting of ECA data**

Questions?